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RECRUITER









The United States Army Recruiting Command

JOURNAL- Dec 95



Smart Quotes

Teamwork is key to military performance and to recruiting excellence. Drs. Lee and Norma Barr,* specialists in leadership and management development, report that team members (whether the battalion leadership team, the battalion sergeant major's team of first sergeants, or the recruiting station team) must demonstrate the following eight critical elements if they are to be effective:

-  **Trust:** Hold a firm belief and confident expectation in the honesty, reliability, and trustworthy intention of others.
-  **Candor:** Express yourself frankly, with straightforwardness about thoughts, feelings, and intentions.
-  **Shared Value:** Share mutual values of worthwhile principles, agree about what is important, top priority, and essential.
-  **Participation:** Commit to actively share, support, and take part.
-  **Effective Listening:** Dedicate yourself to listen and understand the messages of others, whatever the vehicle (verbal, body language, etc.).
-  **Shared Reasoning:** Verbalize the reasoning process, clearly stating premises, assumptions, and conclusions for others to consider, interpret, and question.
-  **Conflict Resolution:** Responsibly identify issues, gather various viewpoints, identify the differences, and work toward finding a solution that is fair and reasonable.
-  **Stakeholder Input to Decision Making:** Stakeholders are those who are affected by team's decisions. Getting stakeholder input before the decision is made produces better decisions.

* *Leadership Development, Maturity and Power*, Barr & Barr (Lee & Norma), Eakin Press, 1994

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FLARE

The United States Army Recruiting Command



Recruiter Journal

VOLUME 48, Number 12

December 1995

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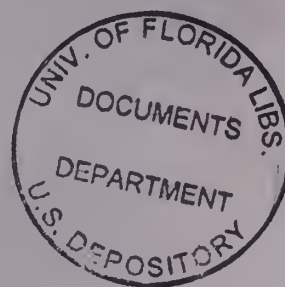
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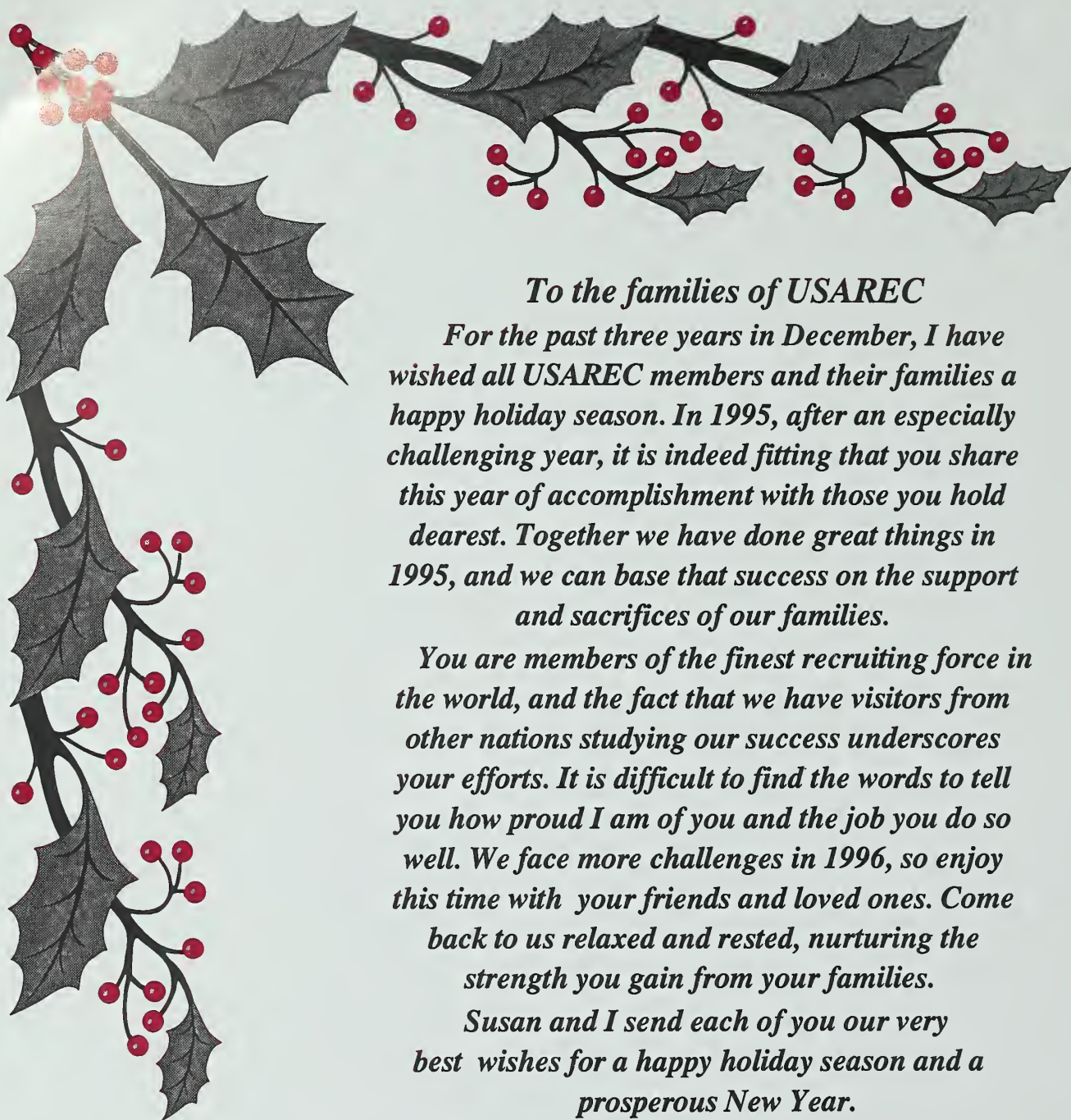
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To the families of USAREC

For the past three years in December, I have wished all USAREC members and their families a happy holiday season. In 1995, after an especially challenging year, it is indeed fitting that you share this year of accomplishment with those you hold dearest. Together we have done great things in 1995, and we can base that success on the support and sacrifices of our families.

You are members of the finest recruiting force in the world, and the fact that we have visitors from other nations studying our success underscores your efforts. It is difficult to find the words to tell you how proud I am of you and the job you do so well. We face more challenges in 1996, so enjoy this time with your friends and loved ones. Come back to us relaxed and rested, nurturing the strength you gain from your families.

Susan and I send each of you our very best wishes for a happy holiday season and a prosperous New Year.

IN MEMORIAM



GENERAL MAXWELL REID THURMAN

February 18, 1931 - December 1, 1995

Known as the architect of the all-volunteer Army, General Maxwell R. Thurman was determined to make Army recruiting successful. Known as intense and tireless, with a tough, analytical mind, he took on the challenge of repackaging Army service as a viable option for America's youth.

As USAREC commanding general from 1979 to 1981, he was instrumental in resurrecting the G.I. Bill, instituted scientific methods in the recruiting process, and presided over the selection of one of the most

successful advertising campaigns of all time. "Be all you can be" indelibly stamped Army opportunities and options in the nation's awareness.

Thurman wrote, "It is our belief that the Army inculcates in its soldiers a sense of purpose, loyalty, discipline, dedication, and work ethic — for these are our values." His values and methods became the backbone of Army recruiting, laying the groundwork for the continued success of the United States Army Recruiting Command.

Use of Headlights Policy for GOVs

Effective 23 Oct 95, the Commanding General has directed that headlights will remain on at all times when GOV's are being operated by USAREC personnel.

POC is the USAREC Fleet Manager, (502) 626-0289.

No more DoD furlough this FY

There will be no more DoD furloughs, at least for the rest of this Fiscal Year. President Clinton agreed to a \$243 billion defense appropriations bill on Nov. 30.

"There is no more fear of furloughs this year," said LTC Michael Monnett, Budget spokesman. "The government has appropriated money to continue operations and it's now business as usual." Monnett added that there are still some restrictions on beginning new work, such as construction, but those restrictions should be settled in the near future.

This was the seventh appropriations bill accepted for the Fiscal Year 1996 Budget. A Dec. 15 deadline still remains on six other appropriations bills and for reaching an agreement on a seven year plan to balance the budget.

On Nov. 14 some 260,000 DoD workers were furloughed because of the impasse between congress and the president regarding the defense budget. Local nationals working at overseas installations were exempt where the Status of Forces Agreement mandated that they continue working.

DoD workers returned to work Nov. 20, when Congress passed a continuing resolution that would extend the budget negotiations until Dec. 15.

ARNEWS

201 File soon to be history

PERSCOM has announced the phased elimination of the Military Personnel Record Jacket (MPRJ), DA Form 201.

According to PERSCOM, the majority of personnel-related functions are now, or soon will be, accomplished via automated systems. Therefore, the traditional management of paper forms and documents is being shifted to optical digitized images and electronic data. To this end, a threefold elimination strategy has been adopted. Phase I is intended to reduce, to the maximum extent possible, the number of forms and documents filed in the MPRJ.

Of the 124 items authorized for filing in the MPRJ, 47 have been identified for removal during Phase I. Of these, 39 will be given to the soldier and the remainder will be forwarded to the work center which has a need for the document; this represents a 38 percent reduction in documents filed. Phase II, elimination of the active Army officer MPRJ, was scheduled for completion in the fourth quarter of FY 1995.

Phase III, which should be concluded by FY 1997, is the final elimination of the active Army enlisted MPRJ. PERSCOM stresses that accurate recording of information is critical to the success of this initiative. To minimize disruption of normal day-to-day personnel records work center functions, retrieval of documents may be accomplished during normal in/out-processing and scheduled record reviews.

(Originally published in the Oct 95 Issue of NCO Update.)

Lancaster Named as Assistant Secretary of the Army for Civil Works

President Clinton forwarded Nov. 28 to the Senate his nomination of H. Martin Lancaster of North Carolina to be the Assistant Secretary of the Army for Civil Works.

Mr. Lancaster served in the United States Congress from 1987 to 1995 as a Representative from North Carolina. He was an At-Large Democratic Whip, and he served as a member of the Committee on Armed Services, the Committee on Public Works and Transportation, the Committee on Merchant Marine and Fisheries, and the Committee on Small Business.

He also served on various Congressional boards, caucuses and study groups. Before joining Congress, Mr. Lancaster served nine years in the North Carolina House of Representatives where he was Chairman of the Judiciary and Highway Safety Committees. He was also a member of the Veterans Affairs, Governmental Ethics, Appropriations, and Finance Committees.

Mr. Lancaster earned a juris doctorate from the University of North Carolina School of Law. As Assistant Secretary of the Army for Civil Works, Mr. Lancaster will be responsible for the overall supervision of the Army civil works program, including water resources development, environmental programs and policies, the U. S. Army Corps of Engineers, implementation of the Panama Canal Treaty, and oversight of Arlington National Cemetery.

ARNEWS



Happy Holidays from the RJ staff!



Santa Visits USAREC

Editor's note: This poem, based on "A Visit from Santa" by Clement C. Moore, appeared years ago in the Columbus Gold Badger. We enjoyed it so much that we wanted to share it again with the rest of USAREC.

*T'was the night before Christmas,
when all through the battalion
not a recruiter was stirring
not even in Galion.*

*Production figures were counted
in Operations with care
in hopes that mission box
soon would be there.*

*The DEPerS were nestled
all snug in their beds,
while visions of Basic danced
in their heads.*

*The XO in his civvies
and I in my cap,
had just settled our greens
for a long winter's nap.*

*When up from brigade
there arose such a clatter,
I sprang to my office
to see what was the matter.*

*Away to the mandex
I flew in a flurry,
tore open the cover,
reviewed stats in a hurry.*

*The computer was shining
on the carpet like snow,
and gave a luster like mid-day
to correspondence below.*

*When what to my wondering
eyes should appear,
but a mini G-O-V
and eight tiny reindeer.*

*With a little First Sergeant
so lively and quick,
I knew in a moment
it must be St. Nick.*

*More rapid than civilians
his recruiters they came,
and he whistled and shouted
and called them by name.*

*On Baker, on Williams,
On Craddock and Dodds,
On Freeman, on Jacobs,
On Simpson and Boggs!*

*To the top of the porch
to the top of the wall!
Now find a lead, find a lead,
find a lead all.*

*And then in a twinkling
I heard on the roof,
the prancing and pawing
of jump boots aloof.*

*As I drew in my head
and was turning around,
down the chimney St. Nicholas
came with a bound.*

*He was dressed all in camos
from his head to his boot,
and his BDUs were all tarnished
with ashes and soot,*

*A bundle of quality contracts
He had slung on his back.
He looked like an RTNCO
With a rucksack.*

*His eyes, how they twinkled.
His dimples, how merry.
His cheeks were like roses.
His nose like a cherry.*

*His droll little mouth
was drawn up in a bow.
And the beard on his chin
was as white as the snow.*

A chaw of tobacco

*he held tight in his jaw.
(He quit smoking last New Year's
to comply with the law.)*

*He had a round face
and a little round belly,
that shook when he laughed
like a bowl full of jelly.*

*He was chubby and plump—
a right jolly old elf;
so I dropped him for 50
and laughed to myself.*

*A wink of his eye
and a twist of his head,
soon gave me to know
I had nothing to dread.*

*He spoke not a word,
but went straight to his work,
filled the stockings to volume;
then turned with a jerk.*

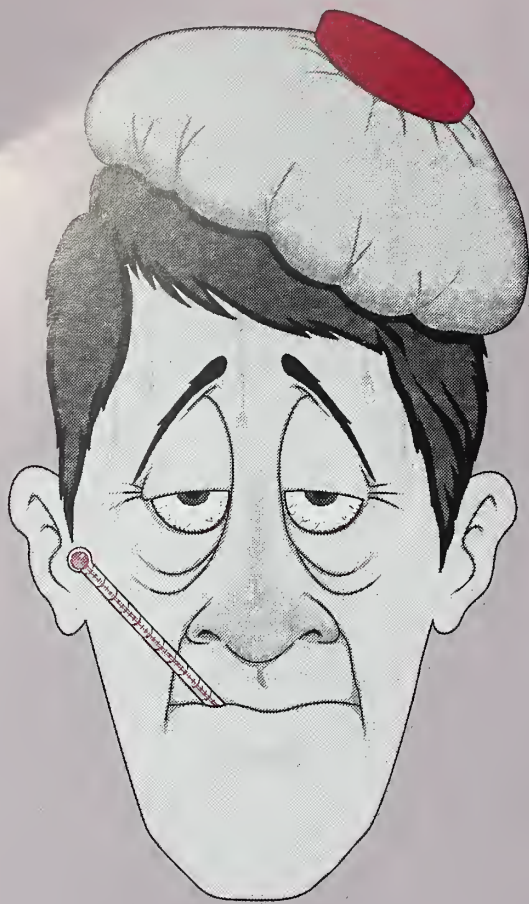


*And laying a finger
aside of his nose,
having given us mission box,
up the chimney he rose.*

*He sprang in his sleigh,
to his team gave a whistle.
Said, "You're right on your mark,
like a Patriot missile."*

*But I heard him exclaim,
ere he drove out of sight:
"With all these great contracts,
the New Year's off right!"*

*"Happy Christmas to all,
and to all a good night."*



by SFC Roy F. Luttrell, Training Directorate

Attitudes spread faster than a bad cold. Whether good, bad, positive, or negative, this statement will always be true. We have all heard the question "Is the glass half empty or is the glass half full?" Successful people will always say half full because that is the optimistic attitude, unlike the seldom-to-never successful people who believe positive attitudes are a result of success.

The *American Heritage Dictionary* defines attitude as: the position of the body or manner of carrying oneself; a mood or condition; a state of mind or feeling with regard to some matter. What it doesn't say is that we have control of our attitude. We all have our own values and beliefs. These were handed down to us by our parents, relatives, teachers, friends, and other people who influenced us during our growing years. Your attitude is yours and no one else's and cannot be taken away.

Attitudes are contagious

However, you do have the ability to change it. It's all in the way you look at things and how you react to different situations.

Consider the following

Station A — a consistent mission box achiever, in Friendlytown, Va., is a large recruiting station with five RA recruiters and one USAR recruiter that have the right attitude and all work together for the common goal of mission box accomplishment.

Station B — a seldom-to-never mission box achiever in the same town, the same number of recruiters and the same type of market. However, these recruiters have a bad attitude.

Is station A's positive attitude a result of consistent mission box achievement or is their consistent mission box achievement a result of their positive attitudes? Is station B's negative attitude a result of their seldom-to-never mission achievement or is their seldom-to-never mission achievement a result of their bad attitude?

People are often victims of their environment. Being exposed to an environment for an extended period of time will sooner or later change their attitude. Just as the saying "success breeds success," positive attitudes breed more positive attitudes and negative attitudes breed negative attitudes. Additionally, people seldom buy from someone having a bad attitude. Putting this into perspective, let's think back to your last major purchase —

maybe a stove, refrigerator, dishwasher, car, or even a house. There was a salesperson involved in this sales process. Remember the guy at the car dealership? Just when you thought no one would ever come out to help you, you see this guy in a \$40 suit, worn the fourth day in a row, necktie loosened, (or none at all) the half-burned ashes hanging — cigarette in the corner of his mouth, eyebrows connected between the eyes, hair growing out of the ears, dusty wing-tip shoes kind of guy. You initiated the conversation (because he wouldn't) by saying, "Good morning sir, how are you?" And his reply was, "What's so good about it?" or, "OK, I guess." We have all seen this kind of salesperson before. But how many people ever *buy*



from this kind of person? Chances are we left there and went to another dealership to look at the same product but hoping for a better salesperson. We look for the sharply dressed successful looking guy. You know the one with the sincere smile and confident gait to his walk. We look for the guy with the right *attitude*. Are you that guy?

Occasionally, we need to take a good look in the mirror to see if we have attitude. Most often when we lose a sale, there was something we did or did not say or do to ensure the prospect bought from us. A prospect will only become an applicant if they buy *you*. There are many reasons people accept you or don't, and your attitude is at the top of the list.

I am convinced that attitude is the key to success. Successful people believe in their product and believe the tasks they are given are actually oppor-

tunities. For example, I have to face-to-face prospect, versus saying, I get to face-to-face prospect. It's all in how you look at it. Feeling that you have to do tasks rather than feeling that these tasks are opportunities makes your job more of a chore. People look forward to opportunities and tend to shy away from chores.

Everyone has their own definition of attitude

Here is an example of what it is to have attitude. Taking each letter individually, see if you have the right attitude. Are you . . .

- **Alert:** Vigilantly attentive, watchful, mentally responsive and perceptive, quick?
- **Tenacious:** To hold firmly, persistent, cohesive?
- **Teachable:** Capable of or receptive to being taught?
- **Ingenious:** Having or arising from an inventive or cunning mind, brilliant?
- **Trustworthy:** Warranting trust, dependable, reliable, faithful?
- **Untiring:** Not tiring, not ceasing despite fatigue or frustration, persistent?
- **Dedicated:** To devote, to commit oneself to a particular course of thought or action?
- **Excited:** To stir into action, put into motion, reaction, emotion?

It's said 90 percent of life is attitude, and the most successful people possess the right one. It's also a proven fact that 80 percent of all sales are accomplished by only 20 percent of the sales force. Together with strong leadership, we can increase the number of good attitudes which will increase the number of successful recruiters as well as the number of successful recruiting stations within this great command.

Whether you are a detailed recruiter or cadre recruiter, we all have the same obligation. So, let's pull up our mission box socks, tuck in our shirts, straighten our ties and gig-lines and spread a positive attitude. We owe it to our country and this command as well as ourselves and future generations to ensure the foxholes are filled with quality men and women who will "Provide the Strength" for America's Army.

By the numbers

The 1995 RPI Survey results

by CPT Randall K. Cheeseborough, PAE

Survey Overview

As a first step in improving the Recruiting Publicity Items (RPI) inventory, a survey was conducted to see what were the major concerns and issues from a recruiter's viewpoint. Program Analysis and Evaluation (PAE) and Advertising and Public Affairs (APA) directorates mailed out 7,200 surveys. The target population for the RPI Survey consisted of Regular Army recruiters, USAR recruiters, and station commanders. We received a total of

1,715 surveys from Regular Army recruiters, 427 surveys from USAR recruiters, and 336 from station commanders. A response rate of 33-55 percent was anticipated. The actual response rate for the survey was 34 percent. The results of a previous RAMS survey indicated that the majority of recruiters feel RPIs are important and effective. Using those results, PAE and APA decided to find out specific information concerning the RPI inventory. The survey focused on looking at 22 non-prior service RPIs and 21 USAR RPIs. The RPIs evaluated are listed below:

Regular Army RPIs

Officer Candidate School (RPI #133)
Warrant Officer Flight Training (RPI #137)
We Speak Your Language (RPI #215)
Training (RPI #226)
Combat Arms (RPI #227)
Prior Service (RPI #234)
Money (RPI #236)
Adventure (RPI #237)
You and the Army (RPI #239)
Benefits (RPI #269)
Skill Training (RPI #270)
What's in It for You? (RPI #281)
Opportunities for Women (RPI #288)
Education (RPI #900)
Money for College (RPI #901)
Army Education Buck Slip (RPI #902)
CONAP (RPI #905)
College Loan Repayment (RPI #923)
The GI Bill + ACF (Hispanic Influencer) (RPI #946)
Parent/Hispanic Influencer (RPI #967)
Guide for Parents (RPI #968)
DEP (RPI #983)

USAR RPIs

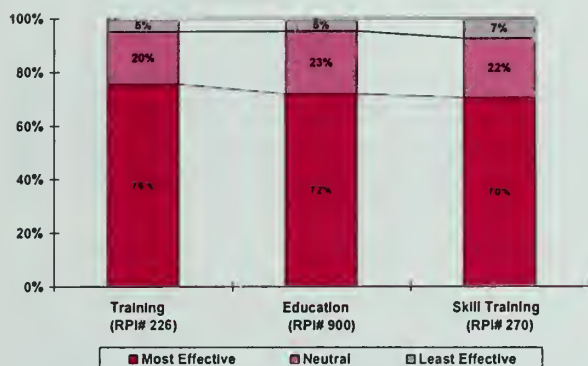
Earn Extra Income (RPI #700)
USAR Education Buck Slip (RPI #702)
The Army Reserve Helps You (RPI #703)
Keep Moving Ahead... (RPI #714)
Army Reserve: Looking Ahead (RPI #715)
Minuteman Sticker (RPI #726)
LPN Poster (RPI #750)
Go Army Reserve Sticker (RPI #758)
Bring Home Income and Benefits (RPI #763)
Earn Pay and Benefits (RPI #766)
Money for College (RPI #770)
Education Benefits (RPI #773)
Medical Specialist (RPI #779)
Prior Service (RPI #782)
Drill Sergeants (RPI #784)
\$23,500 for College (RPI #785)
Transportation (RPI #786)
Transition Benefits (RPI #787)
STARR (RPI #790)
USAR Benefits (RPI #798)
Licensed Practical Nurse (RPI #797)

Survey Objectives

The objectives of the RPI Survey concentrated on three main points. First, we wanted to measure the overall effectiveness of the RA and USAR RPIs. Secondly, we wanted to determine which, if any, RPIs are ineffective. Lastly, we wanted to determine the single most important detail in the RPIs. Each recruiter voted on the RPIs using the following scale: extremely effective, very effective, somewhat effective, not too effective, and eliminate. In determining the single most important detail, each recruiter had the opportunity to answer two questions concerning the composition/makeup of the RPIs.

The first question was "Of the RPIs not in the top or bottom three, what single detail would you change to make RPIs more effective?" The second question was "If you produced your own RPI for distribution, what would be the single most important detail?" Both questions were designed to find out how the recruiters feel about visuals, text, and design/layout of RPIs.

The Top Three RA RPIs



The top three Regular Army RPIs were Training (RPI #226), Education (RPI #900), and Skill Training (RPI #270). Approximately 76 percent of the Regular Army recruiters rated "Training" as the most effective RPI. The top three USAR RPIs were Money for College (RPI #770), Education Benefits (RPI #773), and USAR Benefits (RPI #798). Approximately 79 percent of the USAR recruiters rated Money for College as most effective. The results of the top RPIs should be viewed with caution. In the survey instrument, no tool was in place to distinguish between the most effective and the most used. Therefore, in some cases, the top RPIs could have been the most utilized RPIs, not the most effective.

The bottom three RA RPIs were Officer Candidate School (RPI #133), Parent/Hispanic Influencer (RPI #967), and Prior Service (RPI #234). Approximately 61 percent of the Regular Army recruiters rated Officer Candidate School as the least effective RPI. The bottom three

USAR RPIs were Drill Sergeants (RPI #784), Transition Benefits (RPI #787), and LPN Poster (RPI #750). Approximately 68 percent of the USAR recruiters rated Drill Sergeants as the least effective RPI.

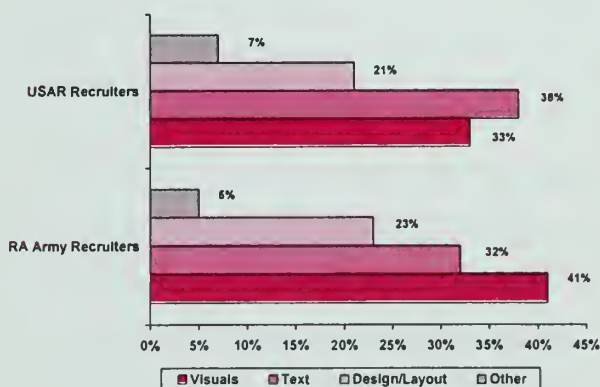
Like the top three RPIs, the bottom three RPIs should be viewed with caution. The results indicated that the bottom three RPIs support low-volume, niche markets, so they are probably effective RPIs for that specific niche market, but not used as often.

The bottom RPIs were also evaluated based only on effectiveness, not utilization. For example, a recruiter could have said that a RPI is ineffective because he or she does not use that specific RPI in his or her area. However, that does not mean that the RPI is ineffective; it means it is not utilized. Furthermore, most of the bottom RPIs are a part of a niche market. So the bottom RPIs are probably *effective* RPIs for that specific niche market, but they are not utilized often by the entire market.

If the Regular Army recruiters produced their own RPI for distribution, visuals would be the most important factor (41 percent); text would be second most important (32 percent), followed by design/layout (23 percent). The picture was slightly different for the USAR recruiters. If the USAR recruiters produced their own RPI for distribution, text would be the most important factor (38 percent), followed by visuals (33 percent), and then design/layout (21 percent).

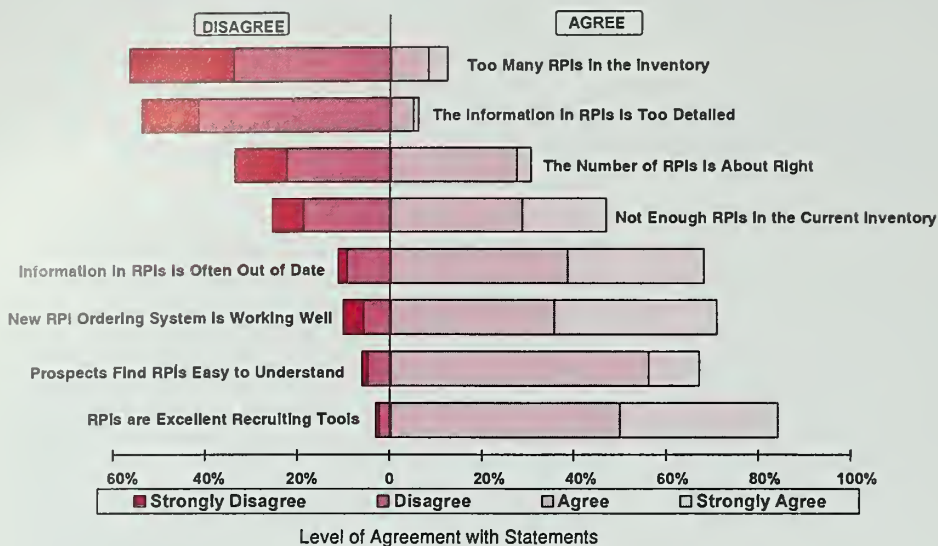
In comparison, the results showed a difference between the RA and USAR recruiters' viewpoint on the most important detail. The difference could have been due to each market. The RA market may be impressed by pictures while the majority of the USAR market may want to see the facts (text) first and worry about pictures (visuals) later.

What One Detail Would You Change?



We also took a look at the RPIs not in the top or bottom three. The recruiters were asked "what single detail would you change to make RPIs not in the top or bottom three

Recruiters' Viewpoints on RPIs



more effective." Forty-one percent of the RA recruiters said visuals, followed by design/layout (28 percent), and then text (26 percent). The USAR recruiters replied with text (33 percent), visuals (31 percent), and then design/layout (28 percent).

The survey results also highlight several positive things about the RPI system. Recruiters believe the new RPI ordering system is working well, RPIs are excellent recruiting tools, and prospects find RPIs easy to understand. Furthermore, recruiters believe that the information in the RPIs has the right amount of detail. However, recruiters are concerned about certain aspects of the RPI inventory.

Approximately 70 percent of recruiters say RPIs are often out of date. RPIs are out of date due to frequent subject changes and old photographs. Another concern is that other services' RPIs are better. For example, it appears that the Marine Corps often uses the dress blue uniform in its RPIs to portray itself as a distinctive organization. On the other hand, the Army appears to use the

battle dress uniform in its RPIs to portray the Army's image. Therefore, it seems that other services use an approach that is more appealing to attract prospects.

The third most frequent concern of recruiters is that RPIs are not eye-catching. Remember, approximately 41 percent of the Regular Army recruiters believe visuals are the single most important detail in an RPI, with 38 percent for the USAR recruiters. Finally, recruiters see a need for window decals to replace bumper stickers and a need for a sales closing RPI.

Future Plan

The RPI Survey provides a better understanding of how the recruiters feel about RPIs. We would like to thank all of you who took the time to answer. The results of the 1995 RPI survey will be used to help make decisions on the future of the RPI inventory.

Presently, the Advertising and Public Affairs Directorate is planning to revise all of our RPIs in an effort to "re-brand" the entire RPI system. The APA Directorate will work with the Army's contracted advertising agency to create a new look that will be incorporated into the creative concepts for all future RPIs. This new look will include a distinctive color scheme and design that is unique to the Army, and a layout template that will become common to all RPIs.

Once the contracted advertising agency provides an approved image, APA will immediately begin work to revise the existing RPI inventory to reflect the new image, beginning with the TEAMS 5x8 and the Take One 4x9 RPIs. Additionally, APA will direct the contracted advertising agency to produce a 9x12 sales closing RPI that will focus on Army opportunities, lifestyles, and benefits.

Advertising and Public Affairs will also build synergy through the print advertisement and poster (collateral) programs by incorporating the new image to the extent possible. They will also develop other collateral items such as window decals, bumper stickers, and specialties. This re-branding effort of the RPI inventory will be given top priority with the new RPIs ready for distribution in FY97.

Recruiters believe the new RPI ordering system is working well, RPIs are excellent recruiting tools, and prospects find RPIs easy to understand.

Attitude makes the difference



Recruiters making it happen — SFC Robert Martin leads the Chico Company in the “Increasing Human Effectiveness” training class. (Photos by Tom Blackwood)

During these rapidly changing times, it is important we empower people with the tools necessary to respond in a positive manner to the changes they face on a regular basis in their personal and professional lives. An article in the April 1995 *Recruiter Journal*, entitled “Managing Change,” emphasized that our attitudes enable us to be change victims or change masters.

To assist the command in mastering change, a new and exciting two-day seminar has been introduced. The seminar was presented to the Chico Company during August 1995. The entire company took the training together as a team, and CPT Walter Carter and 1SG Loren Simpson were available during the full two days to participate and experience the dynamic training provided by SFC Robert Martin, the 6th Brigade master trainer, and Warren Nielsen, the command Total Recruiting Quality coordinator. The training focused on helping individuals grow.

Highlights of the training included:

- Realizing the potential to change.
- Personally identifying areas being affected by change and the potential opportunities this change represents.
- Discerning between “I can’t” attitude and the “I haven’t learned how yet” attitude.
- Awareness as the key to effectiveness.
- How conditioning affects the actions and decisions we make.
- Attitudes and self-image — the achievement regulators.
- How attitudes are formed and how they form you.
- Importance of self-talk and its impact on performance.
- Role of attitudes and self-image in relation to performance.
- Motivation with dignity.
- Why people don’t change.
- Three tools for attitude change/displacement.
- Words and phrases that foster positive attitude formation.



Class participants (from left) SSG Penny Lambert, SSG Richard Lambert, and SGT John Isadore discuss the value of attitude in recruiting.

- How attitude motivation provides a new and more effective way to grow and change.
- Visualizations — creating positive expectations.
- Building high self-esteem.
- Effective goal-setting techniques.
- Six characteristics of high performers.
- Eight principles of effective goal-setting.
- Change without distress.
- Identify personal negative stressors and “hot buttons” and use affirmative reminders to design positive responses.

In a story written by Loren Eiseley, we’re told of a wise man who was taking a sunrise walk along the beach. In the distance he caught sight of a young man who seemed to be dancing along the waters. As he got closer he saw that the young man was picking up starfish from the sand and tossing them gently back into the ocean.

“What are you doing?” the wise man asked.

“The sun is coming out; if I don’t throw them in, they’ll die,” responded the young man.



Above: Warren Nielsen gets the attention of SGT Jason Griner. Right: SSG William Toy records the ideas arising from the team discussion.



Sacramento Bn senior trainer SFC Philip Rausch reinforces recruiting team building.

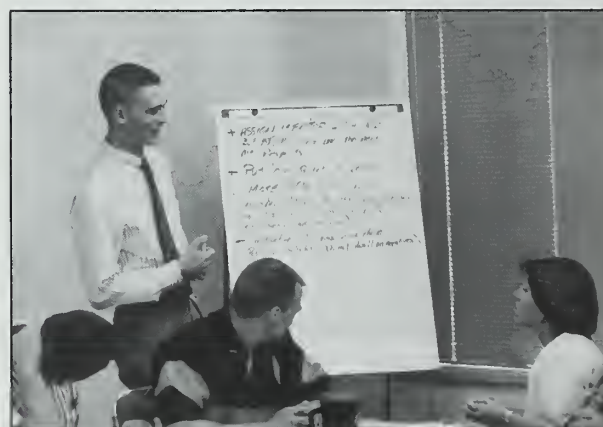
“But, young man, there are miles and miles of beach with starfish all along it — you can’t possibly make a difference,” said the wise man.

The young man bent down, picked up another starfish, and threw it lovingly back into the ocean, past the breaking waves.

“It made a difference for that one,” he replied.

That young man’s actions represent something special in each of us. We are all gifted with the ability to make a difference. Each of us can shape our own future. Each of us has the power to help our organizations reach their goals.

How is your attitude — is it worth catching?



SUCCESS 1995

The following is a list by brigade and battalion of the recruiting stations that made mission box for Fiscal Year 95.

1st Brigade

Albany Battalion

Kaiserslautern RS
Würzburg RS

Baltimore Battalion

Winchester RS
Frederick RS
Pratt Street RS
Conkling Street RS
Eastpoint RS
Yorktown RS
Princess Anne RS
Chesapeake RS
Norfolk RS
Portsmouth RS
Virginia Beach RS
Bel Air RS
Georgia Ave RS
DeKalb RS
Gaithersburg RS
Columbia RS
Suffolk RS
Newport News RS
Emporia RS
Ashland RS
Woodbridge RS
Arlington RS
Alexandria RS
District Heights RS
Waldorf RS
Laurel RS
Florida Ave RS
Lexington Park RS
Hyattsville RS

New England Battalion

Bangor RS
Presque Isle RS
Saco RS
Farmington RS
Auburn RS
Boston Metro RS

Harrisburg Battalion

Bloomsburg RS
Lancaster RS

New York City Battalion

Jersey City RS
Hackensack RS
Spring Valley RS
Flushing RS
Jamaica RS
Middletown RS
Bronx Westchester RS
Mount Vernon RS
Hempstead RS
Harlem RS
Times Square RS
Washington Heights RS
Flatbush RS
Times Plaza RS
Fordham Road RS
Montclair RS
Newburg Road RS
East Orange RS
Pennsville RS
Northfield RS
Woodbury RS
Bradley Beach RS
Toms River RS
Dover RS
Salisbury RS
Easton RS
East Brunswick RS

Syracuse Battalion

Olean Main RS
Jamestown RS
Hornell RS
Watertown RS
Ithaca RS

Beckley Battalion

Harrisonburg RS
Petersburg RS
Pikeville RS
Chesterfield RS

2d Brigade

Atlanta Battalion

Dalton RS
La Grange RS
Columbus RS
Kennesaw RS
Orangeburg RS
Aiken RS
Panama RS
Georgetown RS

Columbia Downtown RS
Augusta RS
Dentville RS
North Charleston RS
Charleston Downtown RS
Florence RS
Greenville RS
Lake City RS
Neptune Beach RS
Statesboro RS
Waycross RS
Tifton RS
Orange Park RS
Jacksonville South RS
Jacksonville West RS
Gainesville RS
Melbourne RS
Hinesville RS
Tallahassee RS
Albany RS
Valdosta RS

Miami Battalion

Arecibo RS
St. Thomas RS
Kendall Lakes RS
North Miami RS
Mayaguez RS
Ponce RS
Rio Piedras RS
Albertville RS
Birmingham RS
Troy RS
Brewton RS
Milton RS
Dothan RS
Montgomery East RS

Nashville Battalion

Somerset RS
Corbin RS
Clarksville RS

Tampa Battalion

Sanford RS
Temple Terrace RS
Tampa South RS
Brandon RS
Kissimmee RS
Colonial RS
Tampa Hanley Road RS
Pinellas Park RS

Leesburg RS

Raleigh Battalion

Henderson RS

Whiteville RS

Elizabeth City RS

Roanoke Rapids RS

Fayetteville RS

Spring Lake RS

Wilmington RS

Rocky Mount RS

Greenville RS

3d Brigade

Columbus Battalion

Dayton North RS

Marion RS

Findlay RS

Great Lakes Battalion

Portage RS

Big Rapids RS

Delta RS

East Tawas RS

Indianapolis Battalion

Anderson RS

Indy Keystone RS

Milwaukee Battalion

Houghton RS

Green Bay West RS

Beaver Dam RS

Minneapolis Battalion

Rochester RS

5th Brigade

Dallas Battalion

Cleburne RS

Des Moines Battalion

Ottumwa RS

Moline RS

Houston Battalion

Willowbrook RS

Greensroads RS

Kansas City Battalion

Ava RS

Seminole RS

Manhattan RS

New Orleans Battalion

Ruston RS

Lake Charles RS

Lafayette RS

Oklahoma City Battalion

Altus RS

Ardmore RS

Harrison RS

Mountain Home RS

Poteau RS

Searcy RS

Conway RS

Norman RS

Lawton RS

Midwest City RS

Memorial RS

Tulsa East RS

Tulsa South RS

McAlester RS

Jacksonville RS

Uvalde RS

Brownsville RS

Seguin RS

Westlakes RS

Northeast RS

San Angelo RS

Jacksonville RS

Litchfield RS

6th Brigade

Denver Battalion

Laramie RS

Cheyenne RS

Colorado Springs Northeast RS

Security RS

Los Angeles Battalion

Oxnard RS

Santa Maria RS

Glendale RS

Hollywood RS

Phoenix Battalion

Flagstaff RS

Prescott RS

Casa Grande RS

Safford RS

Sierra Vista RS

Old Pueblo RS

Centre Point RS

Tucson East RS

Bullhead City RS

North Las Vegas RS

Green Valley RS

Lake Havasu RS

Sahara RS

Decatur RS

Superstition RS

Chandler RS

Showlow RS

Scottsdale RS

Tempe RS

Clovis RS

Farmington RS

Gallup RS

Hobbs RS

Portland Battalion

Springfield RS

Klamath Falls RS

The Dalles RS

Fort DeRussey RS

Guam RS

Hilo RS

Samoa RS

Sacramento Battalion

Chico RS

Yuba City RS

Redding RS

Reno RS

Susanville RS

Carson City RS

Fair Oaks RS

Modesto RS

Manteca RS

Eureka RS

Capitola RS

Gilroy RS

Salt Lake Battalion

Roy RS

West Valley RS

Elko RS

Sandy RS

South Salt Lake RS

Great Falls RS

Missoula RS

Billings RS

Glendive RS

La Grande RS

Nampa RS

Pocatello RS

Southern California Battalion

Chula Vista RS

El Cajon RS

El Centro RS

Yuma RS

Fresno South RS

Cypress RS

Mira Mesa RS

Moreno RS

Riverside RS

Seattle Battalion

Spanaway RS

Kent RS

Lakewood RS

Tacoma Mall RS

Coeur d'Alene RS

Port Angeles RS

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

The way I see it, the RPIs currently used are great for displaying a professional soldier. However, the posters and RPIs I would like to see would display more than just combat arms. How about some medical, legal, administration, engineering, or drafting? I am trying to show these young adults that the Army has other careers besides combat arms. This is not easy to do with no advertising except for combat arms.

Chief of Staff responds:

It is a fact that many of our posters and RPIs feature combat arms. Combat arms makes up the largest percentage of our annual mission. Recruiting posters have traditionally featured combat arms, as these fields offer more visually exciting images. Posters featuring noncombat arms career fields have generally not been as well received by recruiters.

Our posters and RPIs are designed to complement each other. The posters attract attention and open leads, while the RPIs provide more detailed information to the prospect. The diversity of career fields you mention is best represented in our RPIs, most notably Army Skill Training — RPI 226 and Army Opportunities for Women — RPI 288. Both feature many photographs and testimonials from noncombat arms career fields, such as administration, aviation maintenance, journalism, medical, legal, and air-traffic control.

We are currently developing, in conjunction with the Army's contracted advertising agency, a campaign designed to "rebrand" the Army image from "high-tech" to "pride in service." This campaign will include a new "corporate" look for RPIs and posters, with fewer images of BDUs and facial camouflage, and more images of dress uniforms, thereby providing a more "balanced" image of soldiering. Results from the recently completed RPI survey and comments such as yours will be used to help shape this new image. Thank you again for your concern.

A recruiter writes:

I have been a detailed recruiter for two years now and one problem that seems to be reoccurring is that many people who have low QTs (32-59) cannot find jobs. I mean any job. Sometimes they just need to get drivers' licenses. But many times there is nothing there, even after calling the ROC.

I guess my question is why is there a 31 QT qualifying score if low line scores still keep them from getting jobs? Some of the same people have gone over to the Navy and enlisted into an apprenticeship program. At times I feel that even though they have low scores, we just lost a good soldier.

Is the command looking at any way to address the line score, QT score standards?

Recently, I had a female with a 34 QT, weighed 190 pounds, and she worked for five months to lose 45 pounds. She met the weight standard and then was turned back because they couldn't get her a job because of low line scores. She would have taken any job. Needless to say she is still crying, but is studying to retest. All she wants in life is to join the Army. What else is expected of recruiters or applicants if basic qualifications have all kinds of twists to them?

Chief of Staff responds:

You discuss some valid and difficult to overcome concerns in your "The Way I See It," submission, which discusses the Armed Forces Qualification Test score and line score requirements for job qualification.

The Army has evaluated the "trainability" of applicants and has tied this consideration to the Armed Forces Qualification Test score. Additionally, to ensure we access individuals into jobs for which they're likely to perform well and be successful in, minimum line scores have been established for every entry level job we offer. These standards are necessary to ensure we provide the Army with the type and number of individuals it needs, at the Military Occupational Specialty level of detail, to sustain a combat-ready force.

When the need for applicants who meet established enlistment criteria is combined with the fact that the Army only needs a certain number of individuals in each Military Occupational Specialty, we have found (as you have illustrated with your example) that a small percentage of our applicants are not needed by the Army at the time they desire to enlist.

We are doing our best to ensure recruiting policies permit individuals who wish to serve in the Army are allowed to do so. Every year, we review each Military Occupational Specialty's quality targets and attempt to ensure that these targets are aligned with line score requirements. In the past year, we have also coordinated with the Personnel Command to slightly relax some of the Military Occupational Specialty quality targets so that additional Test Score Category IIIB individuals could be contracted into jobs for which Test Score Category IIIBs are likely to qualify for. However, it is imperative that we provide the Army with trainable soldiers in the jobs they will perform well in. Unfortunately, in occasional instances this may mean turning away an individual interested in Army service.

Thank you for your input to "The Way I See It." We share your concern regarding our ability, sometimes inability, to contract seemingly good applicants for Army service. We will continue to monitor quality targets and line score requirements to ensure a balance is maintained between the needs of the Army and fairness to our applicants and recruiters.

A recruiter writes:

I recently attended an Annual Training Conference and watched a soldier I started in recruiting in 1988 get his medallion. That is a great task. He is a super recruiter. What are we doing for those recruiters who achieved their ring in 1988, have been an Army Reserve recruiter for an extended period of time, and have earned thousands of points? We haven't given them credit for their award points and if they have the misfortune of now being on staff, will not earn the points they did while on production. Why haven't we given those soldiers an estimated number of points since receiving their ring as an annual point total, or pull them from past records?

I'm a company first sergeant and our company made the numbers that we needed pre-Success 2000. I would have gotten 50 points for company box. I was 75 percent station mission box and the station commanders of the stations who did not box received more points than I did. Are we going to rewrite the points that leaders or operations personnel receive?

Chief of Staff responds:

I appreciate your comments through the *Recruiter Journal* regarding incentive awards and points under Success 2000.

There was input from the senior leadership throughout this command as to the criteria for earning the prestigious Morrell Award. Initially, consideration was given to grandfathering the medallion for recruiters who had already earned the recruiter ring. However, after much thought and debate among the senior leadership, it was determined the best course of action would be to set a specific date (1 Oct 93) and let everyone start earning points toward the medallion from that date. The intent was to motivate the current corps of recruiters and stimulate production.

Success 2000 not only changed our business practices, but also the way incentive award points are earned. Battalion and company leadership teams, as well as staff personnel receive points based on the production of their recruiters. Audits of incentive awards reveal recruiters from successful stations are earning awards at an accelerated pace under Success 2000.

This headquarters reviews incentives award points on a quarterly basis via the Recruiting Edge flyer. There are no immediate plans to change the way points are earned by leaders or staff personnel. The senior leadership should be pleased with the recognition of their successful recruiters and encourage them to strive for the Morrell Award. Staff personnel will have the opportunity to return to a production related position and enhance their ability to obtain incentive awards.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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Commander
U.S. Army Recruiting Command
ATTN RCCS (Chief of Staff)
1307 3rd Avenue
Fort Knox Kentucky 40121 2726



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Guidance Counselor Special Achievements

On Feb. 14, 1995, the USAREC commander, MG Kenneth W. Simpson, announced a special Guidance Counselor Recognition Program to assist in filling training seats for MOS 19K and 13B. Each month the top guidance counselor for each MOS from the brigade received a Special Certificate of Appreciation from the commanding general of the Armor or Artillery Training Center.

Of note, SSG Randy Gallegos from San Antonio distinguished himself as the top 19K producer for 5th Brigade every month of the award program. The following list includes the top 19K and 13B producers during this program:

1st Brigade

SFC James Williams, Albany
SFC Grayling Jackson, Baltimore
SFC Johnny Davis, Harrisburg
MSG Paul Handley, New England
SFC Donald Richard, New England
SFC Orlando Matos, New York City
SFC Angel Cruz, New York City
SSG Victor RiosValentin, New York City
SFC Richard Washington, Richmond

2d Brigade

MSG Willie Morgan, Atlanta
SFC Russell White, Atlanta
SSG Torrey Collins, Jackson
SFC Richard Green, Nashville
SFC Mary Griffin, Raleigh
SFC John Spears, Tampa
SFC Robert Bunnell, Tampa

SFC Kevin Reeves, Tampa

SFC Jerry Bowers, Tampa

3d Brigade

SFC Samuel Sutton, Chicago
SFC Michael Pickett, Columbus
SFC Patricia Jones, Columbus
SSG Timothy Thurman, Columbus
SFC Dallas Love, Columbus
SFC John Holt, Great Lakes
SFC Michael Smith, Great Lakes
SFC Mark Culp, Indianapolis
SFC Alan Hedin, Milwaukee

5th Brigade

SFC Linda Palmer, Houston
SFC Richard Gustafson, Houston
SFC Murial Wood, Houston
SSG Frank Glowacz, Houston
SSG James Johnson, Oklahoma City
SSG Randy Gallegos, San Antonio
SFC Warren Swain, San Antonio

6th Brigade

SFC Perry Hilton, Denver
SFC Cesar Macadangdang, Los Angeles
SFC Bonnie Trapp, Phoenix
SSG Charlene LeBlanc, Phoenix
MSG Arthur Dullinger, Phoenix
SFC Bernard Cooks, Sacramento
SSG Christopher Schroeder, Sacramento

Planning for Life

— A second year of excellence

America's schools have the formidable responsibility of providing our country's young people with the educational tools needed for productive and successful lives. Valuable career planning programs provide career information and guidance that allow students to prepare for their futures and are a prerequisite for success in America's new work environment.

The US Army recognizes that the future of this nation demands that schools, employers, and agencies provide youth and adults with the information and tools to develop plans for their lives. This recognition includes the belief that career choice is a process, not a singular event, which must begin early and involve a variety of home, school, and community experiences. Career planning is central to an individual's school course selection, achievement, post-secondary education and training choices, and decisions regarding employment.

Since its inception in 1993, over 5,000 schools have registered in the Planning for Life Recognition Program. Once registered, schools/agencies receive free guidebooks, newsletters, and other professional materials on career planning. Those who submit program applications to their state department of education receive certificates, plaques, or trophies of recognition. Applicants are selected annually for special national recognition.

The second annual Planning for Life national award was shared this year by two of the nation's finest career planning programs: Douglas High School of Minden, Nev., and the St. Louis Public Schools Career Education Office of St. Louis, Mo. The Planning for Life program



was developed in 1993 to recognize exemplary career planning programs and to draw attention to the important role that career planning must play in the life of all Americans.

These two nationally recognized programs were selected because they both promote comprehensive career planning for all students, while demonstrating extraordinary collaboration among students, parents, school, community, business, and labor.

The Douglas High School Counseling and Career Guidance Center Program serves students in grades 10-12 through an innovative, sequential, and detailed career development plan that allows students to "chart a course into the next century." The Career Development Plan is



MG Kenneth W. Simpson and Mrs. Sara Lister, Assistant Secretary of the Army for Manpower and Reserve Affairs, present the Planning for Life National Award to members of the Douglas High School Counseling and Career Guidance Center Program: career counselors Cheryl Bricker and Carolyn Porter, and principal Dr. Hal Butler.

multi-faceted, as it encompasses the following three areas:

- General career exploration,
- Self exploration, and
- Work exploration.

Career folders provide documentation on each student's career planning progress and are maintained in the school's career center. Key program initiatives include the Parent Advisory Committee, Life After High School Day, College Night, Career Day, Shadowing Program, Mentoring Program, and Internships. The Douglas High School program uses parents and members of the community, business, and labor to supplement what is taught in the classroom.

The St. Louis Public Schools initiative similarly encourages students to participate in programs involving their surrounding community. Its Career Education Office developed their career planning program around the motto: "We help students build their dreams for tomorrow."

Their career planning program is a comprehensive initiative that prepares students from preschool through grade 12 with the attitudes, behaviors, and knowledge required for future careers. The primary focus of the program is the curricula designed for teachers and counselors. Classroom activities and lesson themes focus on self-awareness, career exploration, and career preparation. The program is strengthened by the cooperation of parents, business and community representatives, labor leaders, and state officials.

The St. Louis Public Schools Career Education Program includes the following student support programs:

Careers on Wheels, Careers About Town, Career and College Exploration, Career Awareness Fair, Career Pathfinders, Student Shadowing, and a Summer Job Fair. When combined with traditional classroom learning, these opportunities raise awareness and allow students to learn about their many career options.

"With the 1995 Planning for Life national honorees, the US Army has again recognized two career planning initiatives that help America's young people become all they can be," said MG Kenneth W. Simpson, commanding general, US Army Recruiting Command. "Both of this year's recipients have made career planning a vital part of the educational curriculum and, in doing so, are improving the future of America and its young people."

When notified of being a Planning for Life awardee, Carolyn Porter, Douglas High School's career counselor, said, "We have worked very hard over the past three years to restructure our program to focus on career development for all students — we're thrilled that our career planning program has gained national recognition through helping our students prepare for the future."



MG Simpson and Mrs. Lister present the Planning for Life National Award to members of the St. Louis Public Schools: Dr. David Mahan, superintendent, and Susan Katzman, Career Education Unit Director.

Susan Katzman, the career education director of the St. Louis Public Schools, was similarly proud. "We are honored by this award that acknowledges our efforts to help young people explore their dreams and to make sound career choices that will affect them for the rest of their lives. We are proud to represent Missouri and the St. Louis Public Schools."

A panel of noted career guidance leaders from across the United States selected the two nationally honored career planning initiatives from a pool of over 100 applications from 25 states. These programs will be incorporated into a compendium of exemplary career planning programs to be distributed nationally to educators.

Army balloon takes off in Big Sky Country

Photo and story by
Cynthia O. Smith, Salt
Lake City A&PA

■ Army, Ziploc, Pontiac, and Mr. Peanut. What could these four things possibly have in common?

They were just a few of the 60 hot air balloons that participated in the Billings, Mont., Big Skyfest. The balloons and their baskets, which featured vibrant colors and bizarre shapes, kicked off the festival with a basket parade through the streets of downtown Billings. All proceeds from the Billings Big Skyfest benefited the American Cancer Society and Billings Parks and Recreation.

Now you may be wondering where the Army balloon came from? And so was SSG Larry Alexander, station commander, Billings recruiting station. It was his persistent efforts that led him to the balloon and CPT Kevin Knapp. After many long hours of coordination with Pepsi Cola and Knapp, Alexander had pulled off the impossible. The Army balloon was coming to Billings.

Recruiters from the station acted as the official Army chase crew for the balloon featuring SSG Daniel Haynes at the wheel. It was the chase crew's responsibility to follow the balloon on the ground and assist it when it gently landed back on earth.

The balloon is privately owned and operated by

Knapp, a full-time Army Reserve officer and former Green Beret. He is

now the strength management officer for the 300th Military Police Command in Inkster, Mich. Knapp debuted his Army balloon one year ago at Andrews AFB, Md.

The money for the \$900 black-and-gold Army banner came out of Knapp's own pocket. For Knapp, who at the time was assigned to the St. Louis battalion, the balloon gave an immediate boost to his recruiting efforts.

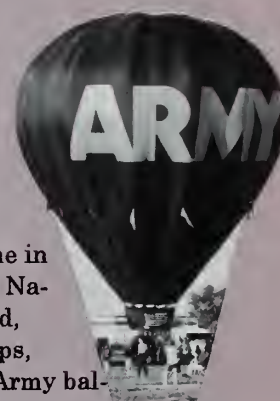
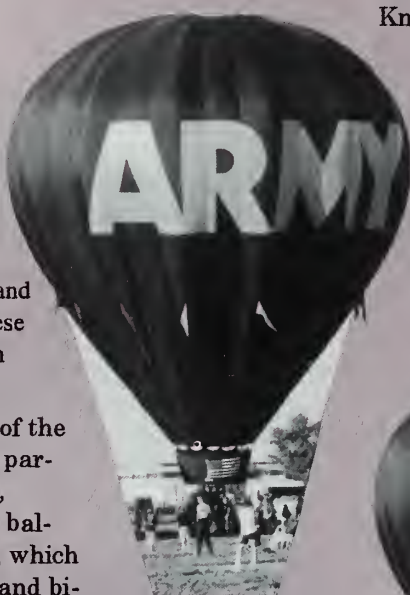
"If I have a talent that would make it easier and more fun for recruiters to make their mission, then it's my responsibility as a leader to share it with others. I would like the Army to recognize ballooning as a viable recruiting, retention, and community relations tool," Knapp said.

The Billings recruiters took full advantage of Knapp's Army hot air balloon and its suitabil-

ity to promote Army awareness throughout the Billings community during the four-day festival. As an example, the balloon and Army recruiters were featured on two of the local television stations in the Billings area. Live radio remotes were broadcast from the Army balloon, and it made the cover of the local newspaper. The Army left the other services with

their hands in their pockets wondering why they didn't get as much media coverage.

Media coverage for all the services was generated when, for



the first time in history, the National Guard, Marine Corps, Navy, and Army balloons had inflated on common ground. "As in recruiting, the balloonists play off of their rivalry to generate maximum media coverage for their respective service," Knapp stated. As the four balloons inflated, crowds gathered to take advantage of this rare photo opportunity.

"CPT Knapp and his Army balloon were a great asset to the Billings Big Skyfest and the Billings recruiters. He promotes the Army above and beyond the call of duty," Alexander concluded.

Rainy day leads to great adventure

Story and photo by Maggie Browne, Recruiting Support Battalion A&PA

■ Even in the rain, people stood in line waiting their turn.

Wherever and whenever the Adventure Van goes, it's always popular. The youngsters who attended the Lincoln Heritage Boy Scout Council's annual Jamboree at Fort Knox got a lot more than they expected.

They operated the cockpit of a Cobra helicopter, the turret of a tank, and a Weaponeer. These things were not real of course, but part of the Army Adventure Van, a hands-on exhibit which travels around the country heralding the Army adventure.

Manned by SFC Milly Robinson and SFC Lawrence Williams, the van was alive with a constant stream of Boy Scouts and their families all trying out what the van had to offer.

"I feel that this is an excellent marketing tool," Robinson said. "It gives the public a realistic idea of what the Army does." Indeed it does. In the simulated Cobra, you can pretend to fly a real helicopter, and in the simulated turret of a tank, you can look through the periscope and use the instruments to change positions. With the Weaponeer, you can shoot at a target, and when you are finished, a printout tells you how well you did.

The Army Adventure Van combines the elements of fun, adventure, and learning.



The Cobra helicopter holds a fascination for this youngster visiting the Army Adventure Van at Fort Knox, Ky.



Ronald W. French, (right) 1st Brigade, received \$250 for his suggestion that clarified how government-owned vehicles will be authorized. French, the USAREC Civilian Suggester of the Year was presented a Certificate of Commendation by COL Patrick G. Snapp, commander, 1st Brigade. The Military Suggester of the Year, MSG Michael A. Surret, Portland Battalion, (pictured in the October issue) received \$5,053 for his suggestion that ENTNAC tracking be automated. (Photo by Paul Stone)



Tammy DuQuin, right, a 34-year-old mother enlisted just as her daughter, Alisha, left, did earlier in the year. The pair visited the Johnstown (Penn.) Recruiting Station and Sergeant David Graves who recruited both.

Recruiter brings in mom and daughter

Story and photo by Barry Vorse, Pittsburgh Advertising and Public Affairs

■ A Johnstown mother has reversed the more usual practice and followed her daughter's footsteps into the Army. Tammy DuQuin, a 34-year-old factory worker, recently left for basic training at Fort Jackson, S.C.

Daughter, Alisha DuQuin, completed basic training at Fort Jackson and advanced training as a telecommunications specialist at Fort Gordon,

Ga. She is awaiting assignment.

"I just hope I can do as well as Alisha has done," Tammy said. "She has received outstanding ratings all the way along so far." Tammy noted that her preparation for the Army and her daughter's greatly differed.

"I was so glad to pass the physical," said the graduate of Indiana University of Pennsylvania. "I lost weight and quit smoking and that was hard. Alisha was always a cross-country runner and a real physical fitness nut so I knew that would be no problem for her. But when you're 34 years old, that's a different story."

Both women were recruited by SGT David Graves of the Johnstown (Penn.) station. "I think Tammy started thinking

about the Army when Alisha first started coming in," Graves said. "Then I gave her more information and she was eventually able to enlist and she's been ready to go. They were some of the first people I met when I got here and they're really more like good friends than just applicants."

"At first I was thinking about the Army Reserve," Tammy said. "But the more I got to thinking about it, I began to see the Army as a way to have a good secure job and eventually be able to retire. Yes, there has been some apprehension but I've been very determined to make the most of the opportunity if it was given to me. Now that I've passed the physical and have gotten this far, I'm ready for my career to begin."

Recruiters revive Reserve partnership

By Pat Grobschmidt,
Milwaukee Battalion
A&PA



■ Once upon a time Reserve recruiters did not fall under the jurisdiction of USAREC. They were members of Reserve units, and under the command and control of the unit commander. This caused inconsistencies in Reserve recruiting policies and practices. Once USAREC became responsible for filling the ranks of the Reserve Component, Reserve recruiting was standardized, and the recruiters worked out of recruiting stations. This, however, eventually caused a communication gap between Reserve recruiters and their units.

Today, recruiters in the Milwaukee and LaCrosse stations have closed the gap and increased their visibility in Reserve units by operating satellite stations at reserve centers.

LaCrosse opened a satellite station on the grounds of Fort McCoy in June, and Milwaukee recruiters occupy an office at the 84th Division (Training) center which opened in January.

"We've taken the best of the old and combined it with the best of the new by opening stations at Reserve centers," said SFC Garland Montgomery, Milwaukee.

"Being among the unit members has drawn interest in our special missions such as band and rail in addition to generating unit referrals for enlistment.

"I'm also finding people aren't leaving the unit. Potential enlistees are able to see the unit — the real thing — each time they visit me."

While there are many similarities between the two satellite stations, there are a few differences. The Fort McCoy station is fully equipped with a JOINS and ARADS system, the 84th location is not. The 84th recruiter must go to the main station to access the computer systems.

The station at Fort McCoy is home to an active recruiter, SFC Bruce Leythan, as well as a Reserve recruiter, SGT Laurie Bigelow. On the other hand, the station at the 84th is manned strictly by a Reserve recruiter, Montgomery.

"The RA recruiter is not at Fort McCoy to convert reservists to the Regular Army," said SFC John Trevaskis, LaCrosse station commander.

The distances between the satellite stations and main stations may be miles, but the station commanders are not far away.

"If I'm unable to go to Fort McCoy to conduct business, the recruiter comes to LaCrosse," said Trevaskis.

Having the support of the Reserve units has been instrumental in the success of the satellite stations. In addition to providing logistical support, the 84th Division has established the Commander's Source of Power Challenge, an award program for referrals. The program is similar to the DEP referral program. If a Reservist refers someone to a recruiter who enlists, the Reservist would receive an award. The award differs with each subsequent referral. The member with the most referrals in a given time frame also receives an award, as does the company with the greatest number of referrals.

"This situation allows the recruiter to have greater access to the unit since he's in the area," said SGM Robert You, battalion sergeant major. "He also has a better idea of what the unit needs and is able to create a closer relationship with the unit administrator."

The Recruiting Command is not the only one benefiting from satellite stations. Not only is it easier to control attrition from the unit due to the fact the recruiter is constantly aware of the unit's status, but military record problems for DTPs and questions about recruiting are easily handled by the USAREC liaison — the on-site recruiter.

The battalion has plans to expand the satellite station program. This will include a station at the rail unit in Milwaukee and the Eau Claire Company will move to Fort McCoy.





by Mickey Gattis, USAREC Safety Office

Holiday safety and alcohol

Holidays and special events seem like natural opportunities to “break out the booze,” even if you don’t normally drink alcohol. If you don’t buy alcoholic beverages yourself, they will probably be offered to you frequently during holiday periods. Since driving or operating machinery while intoxicated can often lead to extremely dangerous if not fatal accidents, here are some safety facts to consider before you raise your glass.

Alternatives to drinking alcohol

Don’t make drinking the main focus of your holiday partying. If you are the host, provide plenty of tempting and nutritious nonalcoholic foods and drinks. Starchy foods, such as pizza, stuffed potatoes and cheese and crackers, and such drinks as juice, soda and nonalcoholic punch are ideal. If you are a guest, concentrate on consuming these goodies rather than alcohol. Set a limit on how much you will drink - and stick to it. Never force drinks on a guest or feel you have to drink alcohol to “get in the mood”. Don’t drink punch or eggnog without asking first if they are spiked with liquor. Drink plain versions instead. As the host, close the bar at least an hour before the end of the party, even if you have to hide the liquor from guests who don’t know their limit.

Drinking out of control

One of the dangers of alcohol is that you may think you’re in control of your driving, but you’re not. If you’re a habitual drinker, you may not feel

drunk after a few drinks, but your blood alcohol level will show that you are. If friends tell you that you shouldn’t drive, listen to them. You’ll thank them when you’ve sobered up. Having as few as three or four drinks can double your chances of being in an accident. After seven or eight drinks, those odds increase 25 times!

Identifying intoxicated drivers

Even if you leave a party sober, you have to be especially cautious around holidays and other periods when parties proliferate, such as Super Bowl Sunday. It helps to be able to identify drunk drivers so that you can steer clear of them with room - and time - to spare. Here are some clues to help you identify someone who’s driving under the influence of alcohol:

- weaving, swerving or driving with tires on the lane marker
- very slow or very fast speeds
- inconsistent signaling
- erratic braking or stopping without apparent cause
- nearly striking an object or vehicle
- driving with his or her head out the window or with the window down in cold weather
- driving into oncoming or crossing traffic

Time is the only cure

How soon after drinking is it safe to drive? The answer depends on how much you weigh, how much you’ve had to eat and how your body handles alcohol. On average, your body needs at least one hour for each drink you’ve had, to process and get rid of the alcohol. There’s no other way to do it. Black coffee won’t do it, and neither will a cold shower or other so-called remedies. Only time will make you sober enough to drive. Knowing this, plan ahead to take public transportation or a taxi or to have a sober friend or relative give you a ride to and from holiday festivities - or ask your host if you may stay overnight.

Marketing and Missioning Course

The Market Division of the Program Analysis and Evaluation Directorate (PAE) hosted a pilot Marketing and Missioning Course, Oct. 10-20 1995, at Fort Knox. This course is a result of requests from the field and the Recruiting Market Analysis Process Action Team (RMA PAT), which was commissioned by the headquarters to look at ways to improve the RMA process.

The course is targeted for brigade- and battalion-level marketing and operations personnel to standardize training and ensure a common level of expertise across the command with the procedures and the marketing tools that support the RMA process. Our goal in initiating this course is to enable staffs closer to the recruiting effort to provide the highest quality support to brigade and battalion leadership. This first class consisted of fifteen students representing a cross section from every brigade.

Course content focused on how to accomplish a quality RMA with instruction from all involved USAREC staff directorates: PAE, Recruiting Operations, Resource Management and Logistics, Reserve Affairs, Personnel, The Inspector General, and Information Management. Students spent their time with the details of how to conduct an RMA. Requirements and procedures lessons were followed up with hands-on training with the MapInfo Automated Territorial Alignment System (ATAS) program and "lessons learned" courses on pitfalls to watch out for in the process.

The course was the culmination of many weeks of hard work and detailed coordination by the USAREC staff. Initial feedback indicated that the course was a success. The instructors were enthusiastic about teaching the students and having the face-to-face interaction. This course afforded some staff agencies their first direct interaction with the actual points of contact in the field.

Mr. Kevin Lyman, one of the original authors of the ATAS module

and a PAE Market Division staff member, said of the course, "It is a necessary step in the right direction to give the brigades and battalions more responsibility for RMAs and to implement the recommendations of the RMA PAT."

Student course critiques were very positive and encouraging for all involved. One officer remarked, "The course was done very professionally and gave me a better appreciation for the work done for the field force in this headquarters. Awesome collection of knowledge and personalities, thank you all for a job well done."

"Hats off" to CPT Laura K. Decline, Market Division analyst, who ensured that all the administrative details for the course were done in an extremely professional manner. Congratulations and thank you to all the instructors and facilitators that made the course a success. Congratulations also to the initial "graduates" of the course for a job well done and for the excellent feedback they provided for further improvements in the course.

Below: Mr. Kevin Lyman, USAREC PAE, makes a presentation during the course.



Suspension of VACPOT

Did you know the use of VACPOT to determine transfer eligibility and the one-pass method is suspended? VACPOT may be used as a lead source only.

Although the VACPOT still matches DMOSQ soldiers with TPU vacancies in their area, it does not accurately reflect eligibility. The database VACPOT draws from is no longer maintained. ARPERCEN is switching to TAPDB-R. Reserve Affairs is working with ARPERCEN to field accurate lists as soon as possible. At this time PERNET DATAQUERY remains accurate for battalion use.

Requesting documentation from ARPERCEN

Did you know, that USAREC personnel should not give out the ARPERCEN liaison address or telephone numbers to anyone not assigned to USAREC? The liaison's mission is to provide assistance to recruiting elements and expedite processing of prior service individuals who do not have the required documents. The liaisons do not process personal requests for prior service members. USAREC personnel will refer non-processing prior service individuals to the address and attention line indicated in AR 601-210, paragraph 3-20,E (1)-(4).

IADT requirement for USAR ACASP

Did you know, females enlisting under the ACASP option must serve the same amount of time on IADT as male enlistees? Some errors have re-

sulted in female soldiers less than 26 years old receiving orders requiring only the eight weeks IADT needed for BCT. This confusion stems from the restatement of the legal requirement in para 7-7(B) AR 601-210 for males to complete 12 weeks of IADT. The current policy is reflected in AR 601-210 table 7-3. This table states that the 12 weeks of IADT is required for both male and female applicants less than 26 years. To make sure that we accurately ship all ACASP option soldiers, all packets on females who enlisted under the ACASP program will be checked. Amended orders must be issued for any female ACASP enlistee with current orders reflecting less than 12 weeks IADT.

Procedures to ship USAR soldiers who have earned a promotion

Did you know, that for a referral from a USAR DTP member, the USAREC Form 512 must be brought to the MEPS for certification. The guidance counselors will ensure a copy of the USAREC Form 512 is placed in the DTP member's ship packet and battalion residual file. The recruiter will give the DTP member a copy of the USAREC Form 512 and provide the TPU with the original. The TPU will use the original USAREC Form 512 to initiate the DA Form 4187. The recruiter will ensure that the DA Form 4187 from the TPU is placed in the DTP member's ship packet as soon as possible prior to the 10-day packet check.

Did you know, that a DTP member who has college credits but cannot provide transcripts until all debt owed to the college/university is paid, can retain eligibility for accelerated promotion? In order to maintain accelerated promotion eligibility, the DTP member must provide a letter from the school or a telephonic verification conducted by the operations NCO, operations officer or senior guidance counselor that clearly states the reason the transcripts are not available. The guidance counselor will have the DTP member write a statement on page 3 of the DD Form 1966, in the remarks section IAW AR 601-210 para 2-20 M. This only applies to DTP members who cannot provide documentation due to financial reasons. The statement must clearly indicate the DTP member understands he will not receive the advanced promotion until the documentation is provided.

Did you know, that any DTP member who has earned advanced promotion based on referrals, education, ROTC, etc., will not be shipped in the higher grade without proper documentation? Since USAR soldiers cannot normally be promoted while in IADT status, we hurt our soldiers by denying them rank, pay, and time in grade for future promotions if we don't take care of them before shipping.

Questions concerning information in *USAR News* should be directed to your battalion USAR Operations.

1. All newly assigned recruiters will have a maximum of _____ to complete in processing and orientation.

- A. 25 days
- B. 20 days
- C. one complete RSM
- D. 30 days

2. Operational control of active duty for special work participant(s) (ADSW) fall under _____.

- A. The USAR recruiter
- B. The battalion commander
- C. The company commander
- D. The station commander

3. Some high schools have decided on mandatory student testing (ASVAB). For enlistment purposes, mandatory tests count toward the waiting period for retests.

- A. True
- B. False

4. The waiver approval authority for an applicant who has tested positive twice on the DAT is _____.

- A. Deputy Commanding General USAREC
- B. Commanding General USAREC
- C. Brigade commander
- D. Commanding General PERSCOM

5. Enlistment in the Regular Army (for NPS) is authorized for a term of at least _____ years but not more than _____ years.

6. If an applicant had confinement as a juvenile or an adult for less than 15 days, a _____ waiting period is required before the applicant can process or submit a waiver.

7. Recruiters are authorized to have applicants re-tested for the sole purpose of increasing aptitude area scores to meet standards prescribed for enlistment options or programs.

- A. True
- B. False

8. If a MEPS schedule does not permit timely scheduling of a high school ASVAB, they may be administered by _____, _____, or _____ when authorized in writing by HQDA (DAPE-MPA).

9. All ASVAB printouts which identify students by name or other identification will be destroyed not later than two years after date of test administration.

- A. True
- B. False

10. The USAREC Addendum to DA Form 5261-4-R (Student Loan Repayment Program) is _____.

- A. USAREC Form 1144
- B. USAREC Form 1010
- C. USAREC Form 998
- D. USAREC Form 1043

11. The six steps to clear the M61A1 or 16A2 are _____.

12. If a scale on the map is 1:50,000 this means that 1 inch on the map equals 50,000 _____ on the ground.

- A. meters
- B. centimeters
- C. inches
- D. none of the above

13. Leadership is the process of influencing others to accomplish the mission by providing _____, _____, and _____.

14. To lead others successfully, you must realize you are three people. You are _____, _____, and _____.

(The answers to this month's Test can be found on the inside back cover.)

The following is a list by battalion of the first OPSC/LPSC to achieve mission box in RSM October.

1st Brigade

ALBANY

LPSC - Troy RS
OPSC - Milford RS

BALTIMORE

LPSC - Portsmouth RS
OPSC - Rockville RS

NEW ENGLAND

LPSC - Norwood RS
OPSC - Gloucester RS

HARRISBURG

LPSC - York RS
OPSC - Montrose RS

NEW YORK

LPSC - Hempstead RS
OPSC - Huntington RS

PHILADELPHIA

LPSC - Clementon RS
OPSC - Pottstown RS

PITTSBURGH

LPSC - Pittsburgh Metro RS

SYRACUSE

LPSC - Syracuse Main RS
OPSC - Corning RS

BECKLEY

LPSC - Chesterfield RS
OPSC - South Hill RS

2d Brigade

ATLANTA

LPSC - Stone Mountain RS
OPSC - Covington RS

COLUMBIA

LPSC - Georgetown RS
OPSC - Columbia RS

JACKSONVILLE

LPSC - Jacksonville South RS
OPSC - Tifton RS

MIAMI

LPSC - Lauderdale RS
OPSC - St. Croix RS

MONTGOMERY

LPSC - Florence RS
OPSC - Birmingham RS

NASHVILLE

LPSC - Madison RS
OPSC - Madisonville RS

RALEIGH

LPSC - Cary RS
OPSC - Kinston RS

TAMPA

LPSC - Lakeland RS
OPSC - Naples RS

JACKSON

LPSC - Jackson RS
OPSC - Oxford RS



3d Brigade

CHICAGO

LPSC - Aurora RS
OPSC - Bradley RS

CLEVELAND

LPSC - Medina RS
OPSC - Sandusky RS

COLUMBUS

LPSC - Highland Ridge RS
OPSC - Portsmouth RS

INDIANAPOLIS

LPSC - Terre Haute RS
OPSC - Crestwood RS

GREAT LAKES

LPSC - Port Huron RS
OPSC - Cargo RS

MILWAUKEE

LPSC - Ashland RS
OPSC - Kenosha RS

MINNEAPOLIS

LPSC - Minot RS
OPSC - Watertown RS

5th Brigade

DALLAS

LPSC - Hurst RS
OPSC - Grand Prairie RS

HOUSTON

LPSC - Memorial RS
OPSC - Brenham RS

KANSAS CITY

LPSC - Wichita-West RS
OPSC - Ava RS

NEW ORLEANS

LPSC - Lake Charles RS
OPSC - Chalmette RS

OKLAHOMA CITY

LPSC - Capitol Hill RS
LPSC - Texarkana RS
OPSC - Clinton RS
OPSC - Benton RS

SAN ANTONIO

LPSC - Killeen RS
OPSC - Copperas Cove RS

DES MOINES

LPSC - North Des Moines RS
OPSC - Storm Lake RS

ST. LOUIS

LPSC - Manchester RS
OPSC - Fairview Heights RS

6th Brigade

DENVER

LPSC - Colorado Springs RS
OPSC - Laramie RS

LOS ANGELES

LPSC - Pomona RS
OPSC - Santa Clarita RS

PHOENIX

LPSC - Tempe RS
OPSC - Gallup RS
OPSC - Farmington RS

PORTLAND

LPSC - Guam RS
OPSC - Hilo RS

SACRAMENTO

LPSC - Richmond RS
OPSC - Antioch RS

SALT LAKE CITY

LPSC - Roy RS
OPSC - La Grande RS

SOUTHERN CALIFORNIA

LPSC - National City RS
OPSC - Kearney RS

SEATTLE

LPSC - Chehalis RS
OPSC - Walla Walla RS

Rings Rings Rings

ALBANY

SFC Ronald Wright

ATLANTA

SFC Michael McCullough

BALTIMORE

SGT Allison Johnson
SSG Gerald Adams
SFC Michael Johnson
SFC Carlton Brown
SFC Carlos Toro-Caraballo
SSG Jamie Whitehead
SSG Kathie Hogue

BECKLEY

SFC David Krass
SFC Gerald Durbin
SSG Michael Gilbert

CHICAGO

SSG John Certa
SSG Curtis Walton
SSG Herbert Tinsley
SSG Luis Pacheco

CLEVELAND

SGT Elizabeth Cimaglio
SFC Johnny Carthan

COLUMBIA

SSG Timothy Coulter
SSG David Broadie

COLUMBUS

SFC Dale Nedrow
SFC Kenneth Freeman
SSG Barbara Moorman
SSG Alfred Hamlet
SSG Garry Greathouse
SFC Timothy Biggs
SSG Thomas Matthews
SFC Leroy Brown

DALLAS

SSG Sergio Rivera
SGT Dean Francis
SFC Danny Davis
SFC Guy Shoemaker

DENVER

SFC Gerald Barker
SFC Joseph Barros
SFC John May

DES MOINES

SFC Randall Bland

GREAT LAKES

SFC Nick Lawson
SSG Ronald Corrigan

HARRISBURG

SFC Richard Welling
SFC Mitchell Baros
SFC Harold Fredd

SFC Joginder Minhas

SFC Jerry Fisher
SFC Keith Thomas
SSG Darin Darlington

HOUSTON

SFC Dwight Williams

INDIANAPOLIS

SSG Scott Paciorek

JACKSON

SFC Kevin Stickel

JACKSONVILLE

SFC Stephen Noell
SSG Courtney Atchison

KANSAS CITY

SFC Michael Erickson
MSG Julian Wicker

LOS ANGELES

SSG Kenneth Smith
SFC Walter Shaw

MILWAUKEE

SSG Charles Stevenson
SFC Donald Revell
SSG Raymond Sweetman

MINNEAPOLIS

SFC Richard Johnson
SFC James Sprigler
SFC Robert Hackley

NASHVILLE

1SG Gregory Carmine
MSG Kevin Wood

NEW ENGLAND

SFC Carl Duemling
SFC Lynn Baker
SSG Louis Celli

NEW ORLEANS

SSG Derek Rose

NEW YORK CITY

SFC Christopher Berry
SSG Peter Rompf
SFC Anthony Frost

OKLAHOMA CITY

SFC Richard Adkins
SFC C. Johnson-Butterfield
SSG Edward Owens

PHILADELPHIA

SSG Varick Harris
SSG Wilbert Brooks
SFC Vincent Gatling
SFC Andres Rivera-Ortiz

PHOENIX

SSG Lawrence Shelton
SSG Robert Donaldson

SSG Ernesto Perales
SSG Keith Tyler
SSG Bryan Hamilton
SFC Johnny Ramirez
SSG David Barr

PITTSBURGH

SFC Joseph Siwy
SSG William Pearce
SFC Alex George
SFC Dennis Garman

SACRAMENTO

SFC Robert Stoudt
SFC George Burnette
SFC Terry Hunter

SAN ANTONIO

SSG Mydonia Threatt
SSG Rick Montano

SANTA ANA

SSG John Moser
SSG Gregory Underwood
SFC Rick Boring
SFC Michael Walter
SFC Vincent Paten

SEATTLE

SSG Dwayne Thomas

ST. LOUIS

SFC Ricky Wepler
SFC Denise Sheilds
SSG Michael Godfrey

SYRACUSE

SFC Anthony Harris
SSG Zane Pierce
SSG John Steele
SSG John Thomas
SSG John Manzella
SFC Jeffrey Lapp
SSG Jerald Labrake
SFC David Hockenberry
SSG John Sweeney

Badges

ALBANY

SSG Cynthia Smith
SGT Robert Morency
SSG Sherie Aaron
SGT Jason Chakot
SSG Warren Youngblood
SGT Ison Pennington
SSG Louis Eisenhauer
SFC Glennon Stalker

ATLANTA

SSG Fitzgerald Hunter
SSG Harry Wilson
SSG Phillip Mays
SGT Kraig Weaver
SSG K. Bernhardt
SSG Robert Frazier

Badges

SSG William Davis
SSG Richard Thomas

BALTIMORE

SGT Crystal Henry
SFC Tony Baker
SSG Kelvin Jones
SSG Arthur George
SSG Eugene Curtain
SFC Michael Bueno
SSG Ronald Harvey
SFC James Ginas
SSG Arnold McClelland
SSG Thomas Terrell
SSG Eric Thompson

BECKLEY

SFC Chester Dykeman
SGT David Wingrove
SGT Charles Starks
SSG Ronnie Martin
SSG Marc Debearn
SGT Kenneth Mercer

CLEVELAND

SSG Rhoderick Simpson
SSG Glenn Gadson
SGT Bruce Johnson

COLUMBIA

SFC Dwight Thompson
SGT Gerry Herron

COLUMBUS

SGT Richard Brown
SGT Joseph Hall
SSG Anthony Christy
SSG Maurice Christopher
SSG John Jordan
SGT Michael Holmes
SSG David Bennett
SSG Aaron Williams
SSG Richard Braun
SSG Larry Carman
SSG Ronnie Rivers
SSG John Barr
SGT Michael Mullins
SGT John Osborn
SSG Steven Stetler
SGT Hubert Ford
SGT Richard Bryant

DALLAS

SGT Margaret Shelton
SGT Daniel Griffith
SSG Steven Pinkston
SSG Stacy McCain
SFC Henry Brooks
SGT Babette Camacho
SSG Anthony Coltrane
SSG Michael Duarte
SSG Leroy Brink
SGT Eric Gehring

DENVER

SSG Richard Pennington
SSG Kevin Bons
SSG Mark Sutton
SSG Sherwin Reynolds
SGT Gregory Colvin

DES MOINES

SGT Bradley Gentz
SSG Mark Sims
SSG William Jones

GREAT LAKES

SSG Thomas Cornelius
SSG Louis Wilkerson

HARRISBURG

SSG Jeffrey Muth
SSG Jeffrey Marti
SSG Kurtis Doan

HOUSTON

SFC James Morris

INDIANAPOLIS

SGT Ronald McKinley
SSG William Boyd
SFC Gary Vanderlee
SSG David Pierce
SGT Elston Hodge

JACKSON

SSG Eric Price
SGT David Williams
SGT Luke McClinton

JACKSONVILLE

SSG Christopher Lovin
SSG William Gardner

LOS ANGELES

SFC Jeffrey Rabuck
MIAMI

SSG Eduardo Zayas
SSG Idelfonso Tricoche
SSG Jose Marrero
SSG Federico Suarez

MILWAUKEE

SGT Brett Culver
SFC John Stephens
SSG Jeffrey Zarnoth
SSG Vincent Letteriello
SSG Jesse Moore
SGT Kenneth Katzenberg
SFC Jeffrey Wessels
SSG Darryl Durocher

MONTGOMERY

SGT Roy Brown
SSG Kevin Smith
SGT Gregory Cartrette

NASHVILLE

SSG Gregory Owens
SSG Ralph Payne

SSG Robert Weaver
SSG Timothy McGhee

NEW ENGLAND

SSG Terry Brogan
SGT Douglas Brown

SSG Rodney Clark
SGT Michael Wise
SSG Angus Mackay

NEW ORLEANS

SSG Ronald Marshall
SSG Daniel Vidis
SGT Carolyn Bates
SSG Daniel Schwandner
SSG Dudley Stone

OKLAHOMA CITY

SFC Allan Debowsky
SGT Ira Turner
SSG Herschel Pledger
SSG John Slappy
SGT Robert Atkins
SFC Kenneth Morris

PHOENIX

SGT Robert Bartow
SGT Frankie Fierro
SGT Michael Tate
SGT Michael Carruth
SGT Robert Hageman

PITTSBURGH

SSG Robert Lewis

PORTLAND

SGT Jerry Mikrobents
SGT Stephen Coles

RALEIGH

SFC James Bryant
SSG Calvin Lillard
SFC Charles Beard
SGT William Adams
SSG Leroy Hall
SGT Danny Cook

SACRAMENTO

SSG David Smith
SGT John Isadore
SSG Enrique Ortiz
SGT Kevin Johnson
SSG James Cunningham
SSG Gene Gerald
SSG John Scott
SSG Merlin Lilienthal
SGT John Butcher
SSG Scott Denison
SGT Marco Argonza

SALT LAKE CITY

SGT Keith Schofer
SAN ANTONIO
SGT Kevin Watkins
SGT Sanchez-Almadovar
SSG Eloy Ochoa

SOUTHERN CALIF.

SSG James Kietzmann

SEATTLE

SSG Byron Saeman
SSG Rodrick Johnson
SSG David Gilbreth
SGT Johnny Moore

ST. LOUIS

SFC Melanie Wrensch
SGT Juan Rivera
SGT Monte Lunow
SSG David Richards
SGT Ricky Reynolds
SGT Harold Porter
SGT James Kluegel
SSG Robert Simpson
SSG Jeffery Lumberly
SGT Jeffery Noe
SSG James Mowry
SGT David Buchanan
SSG Michael Godfrey

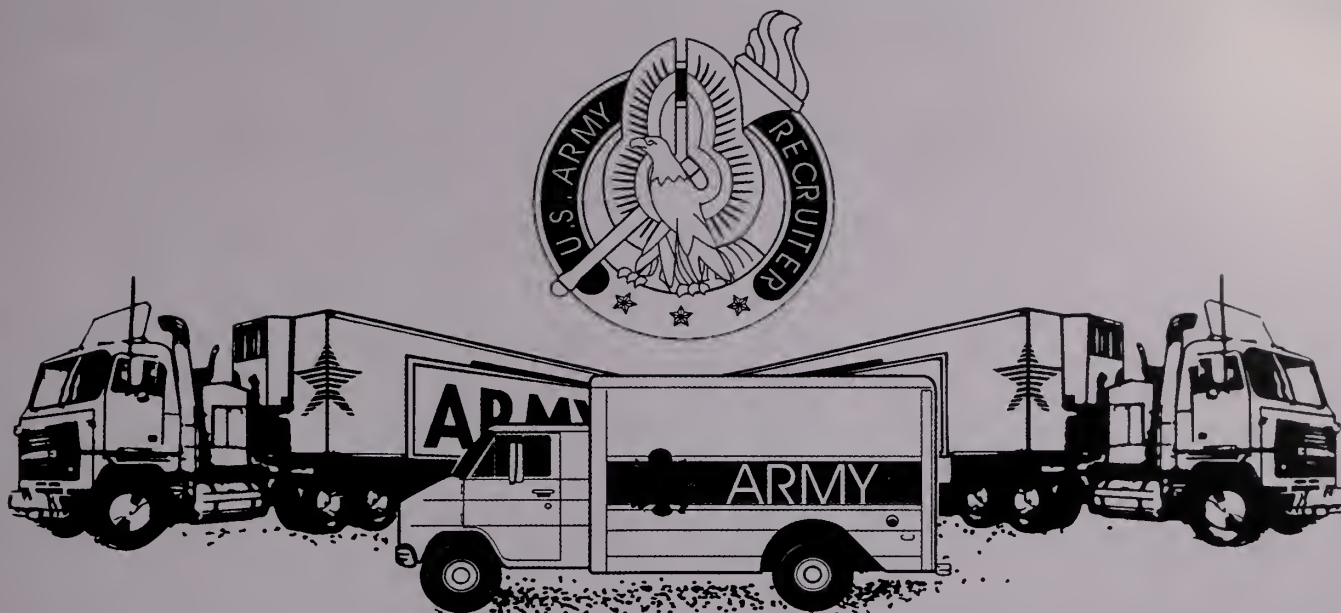
SYRACUSE

SFC Daniel Liberatore
SFC Patricia Melanson
SFC William Kaundart
SSG Michael Troutman
SSG Christopher Poulos
SGT Carl Jackson
SSG Brian Pierce
SGT Mark Wolfe

TAMPA

SGT Brian Reese
SGT Robert Price
SGT Peter Delgado
SSG Ronald Nida
SGT Carl Bennett
SSG Timothy Bell
SSG Victor Bedolla
SSG Johnathan James
SSG Eliezer De La Cruz
SSG Anthony Neville
SSG David Ayer
SSG F. Carmona-Gonzalez
SSG Charles Young
SSG Wade Greif





RECRUITING SUPPORT BATTALION

JANUARY

Cinema Vans

BECKLEY, 23 - 29 Jan
COLUMBUS, 23 - 29 Jan
DENVER, 23 - 29 Jan
HOUSTON, 23 - 29 Jan
MIAMI, 23 - 29 Jan
OKLAHOMA, 23 - 29 Jan
PHOENIX, 23 - 29 Jan

Cinema Pod

ATLANTA, 23 - 29 Jan
CHICAGO, 23 - 29 Jan
COLUMBUS, 23 - 29 Jan
NEW ENGLAND, 23 - 29 Jan
OKLAHOMA, 23 - 26 Jan
PHILADELPHIA, 23 - 29 Jan
PHOENIX, 23 - 26 Jan

Adventure Van

RALEIGH, 23 - 28 Jan

FEBRUARY

Cinema Vans

BALTIMORE, 19 - 26 Feb
BECKLEY, 30 Jan - 2 Feb
CLEVELAND, 12 - 26 Feb
COLUMBUS, 30 Jan - 2 Feb
DALLAS, 7 - 26 Feb
DENVER, 30 Jan - 22 Feb
HOUSTON, 30 Jan - 2 Feb
JACKSONVILLE, 12 - 23 Feb
KANSAS CITY, 21 - 26 Feb
MIAMI, 30 Jan - 8 Feb
OKLAHOMA, 30 Jan - 16 Feb
PHOENIX, 30 Jan - 22 Feb
PITTSBURG, 5 - 15 Feb
SALT LAKE CITY, 26 Feb
SANTA ANA, 26 Feb

Cinema Pods

ALBANY, 16 - 26 Feb
ATLANTA, 30 Jan - 15 Feb

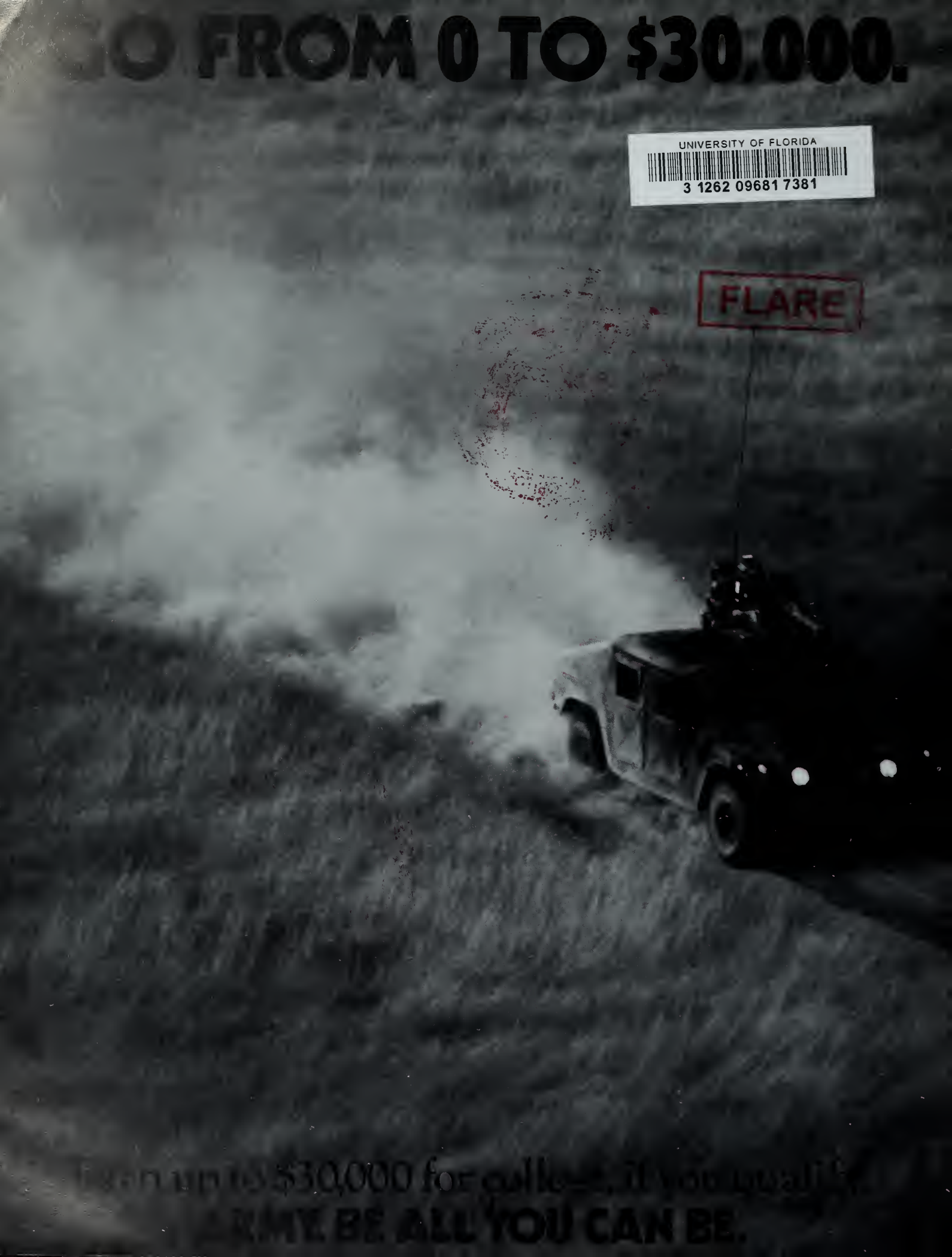
BALTIMORE, 20 - 26 Feb
CHICAGO, 30 Jan - 26 Feb
COLUMBIA, 16 - 26 Feb
COLUMBUS, 30 Jan - 26 Feb
KANSAS CITY, 31 Jan - 9 Feb
LOS ANGELES, 23 - 26 Feb
MONTGOMERY, 20 - 26 Feb
NEW ENGLAND, 30 Jan - 13 Feb
PHILADELPHIA, 30 Jan - 15 Feb
PHOENIX, 30 Jan - 2 Feb
RALEIGH, 30 Jan - 13 Feb
SANTA ANA, 9 - 20 Feb
SAN ANTONIO, 14 - 26 Feb

Adventure Van

PHOENIX, 24 - 26 Feb
TAMPA, 1 - 18 Feb

Answers to the Test

1. d, USAREC Reg 601-73, para 4a.
2. b, USAREC Reg 601-72, Chapt. 2, 2-1b.
3. a, AR 601-210, 5-11c.
4. b, AR 601-210, 4-15c.
5. 2, 6 AR 601-210 2-18b.
6. 3 month, AR 601-210, 4-37 (1)
7. b, AR 601-210 5-9h.
8. Test control officers, assistant test control officers, education specialists. AR 601-210, 5-12c.
9. a, USAREC Reg 601-59, para 4e
10. d, USAREC Reg 621-1 fig. 4-2
11. Place the selector on safe, remove the magazine, lock the bolt open, return the charging handle forward, check the receiver and chamber, allow the bolt to go forward. SMCT, #071-311-2028
12. c, SMCT, #071-329-1008
13. Purpose, direction, motivation FM 22-100 page 1
14. Who you are, who you think you are, and who others think you are. FM 22-100, page 38



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